

A Study on the Role of HR in Managing Creative Talent in Digital Marketing Agencies at Ascent Media Agency, Nagpur

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Abstract—HRM is of great significance in the success of digital marketing agencies in which creativity, innovation, and talent management are crucial for organization growth. In the highly dynamic and competitive landscape of digital marketing, where clients are often the deciding factor in agency success, the role of employees in shaping the satisfaction, branding, and performance of any business cannot be underestimated. The role of HR in handling the creative talent in digital marketing agencies is studied in this research paper by taking the example of a digital marketing agency Ascent Media Agency. The study involves the recruitment, training, motivation, employee engagement, performance management and retention practices of HR departments regarding creative workforce like graphic designers, content creators, social media managers, SEO specialists, video editors, advertising experts and so on. This study is descriptive research with secondary and theoretical data. The results show that HR policies in digital marketing agencies differ from those in traditional businesses, as digital marketing agencies must continuously innovate, have flexible work cultures, improve skills and work in groups. The paper ends with the conclusion that good HRM leads to the satisfaction of the employees, less turnover, greater creativity and better performance of the agency.

Index Terms—Human Resource Management, Creative Talent, Digital Marketing Agency, Employee Engagement, Talent Management, Organizational Performance.

I. INTRODUCTION

With the spread of internet connection, social media, ecommerce, and digitalization among businesses, the digital marketing industry has become one of the fastest expanding in India. Digital marketing agencies

offer a variety of services including website development, paid advertising, performance marketing, branding, content marketing, social media management, and SEO. The services are highly leveraged on the creative employees who have innovative thinking, technical skills, communication and strategic understanding.

In such organizations, HRM becomes of paramount importance as the management of creative workforce structures differs from traditional workforce structures. Creative workers like flexible work space, recognition, career growth opportunity and team culture. Consequently, HR in a digital marketing agency should prioritise employee motivation, work-life balance, ongoing training and development, and workplace culture in order to attract and keep top talent. Ascent Media Agency is an expanding digital marketing agency that offers a range of services including social media marketing, branding, SEO, website building, video editing, performance marketing and digital advertising.

The organisation has a team approach and often takes interns and creative staff on board for its digital campaigns. The agency's public profile highlights their focus on innovation, digital solutions, and creative collaboration. This study reviews the role of HR in managing creative talent in this kind of fast paced agency.

II. LITERATURE REVIEW

In digital marketing agencies, where innovation, collaboration, and adaptability are key to the success of the organization, Human Resource Management (HRM) assumes a pivotal role in managing creative

employees. The connection between HR practices, creativity, talent management and digital transformation has been the subject of research by various researchers.

Teresa Amabile (1996) has found that, in the organization, the four key factors that boost creativity are motivation, freedom, recognition, and supportive work environments. Her componential theory of creativity states that intrinsic motivation, domain expertise and creative thinking skills are the three key factors that affect employee creativity. This theory is extremely applicable in the context of digital marketing companies, particularly for the creative professionals working in a dynamic context.

Joo B. K., Gary N. McLean and Baek-Kyoo Joo (2013) reported that Human Resource Development significantly affects employee creativity and innovation. They identified HR strategies like training, employee engagement, leadership support and knowledge-sharing as essential to fostering innovative work culture in organizations.

In line with this, Hyerim Riley Kang and Sangok Yoo (2025) highlighted digital creativity as being a competitive factor in today's workplaces. The authors clarified that technology and HR development practices need to be integrated in the organization to accommodate creative workers in the digitalized working areas. They also identified how HR can promote innovation and collaboration.

Digital talent management is now a priority concern of organizations in technology-driven industries, as pointed out by Swati Yadav, Shikha Kapoor and Sandeep Kumar Gupta (2024). They conducted a bibliometric analysis of the HRM dimensions of recruitment, digital skill development, employee retention and continuous learning, and identified these as key dimensions of HRM in managing the contemporary creative workforce.

Bernard J. Jaworski (2023) highlighted the significance of marketing talent management in organizations. The study illustrated that marketing agencies are looking for creative, analytical, communication and adaptable workers. Practicing HR in competitive industries like marketing helps attract and retain skilled individuals with high-quality careers. This literature study follows the system of Hadi Suriono and Surya Bakti (2025) regarding the strategic combination of HRM and marketing in the digital business era. The study found that the HR and

Digital Marketing integration has a positive impact on employee engagement, customer satisfaction, and organizational agility. But problems like lack of skills, cultural resistance, and technological adaptations are still big issues.

The study by Preethy Unnikrishnan and Rupashree Baral (2023) shed light on the evolving landscape of workforce management in the creative and digital sectors. The study highlighted the need for HR professionals to develop new policies, flexible work environment, and employee-focused strategies to attract and retain creative employees.

III. RESEARCH METHODOLOGY

3.1 Research Design

In this research, descriptive research design was used. Descriptive research is useful in comprehending the function of Human Resource Management in creative talent management in digital marketing agencies. The study analyzes and explores HR practices like recruitment, training, Employee Engagement, Performance Management and retention adopted at Ascent Media Agency, Nagpur.

The descriptive design was appropriate as it explains in detail the organizational practices, the management of employees and the interaction of HR functions with creative workforce performance. The study also utilizes a conceptual and analytical method to enhance understanding on the practical meaning of HR in digital marketing agencies.

3.2 Nature of Study

The study is of mixed methodology consisting of both qualitative and quantitative methods.

1. Qualitative Aspect: It details HR strategies and employee engagement practices, creative work culture and theories of talent management in digital marketing agencies.
2. Quantitative Aspect: It incorporates employee responses analysis, percentage analysis, charts and interpretation of gathered data on HR effectiveness and employee satisfaction.

3.3 Data Type

A. Primary Data: The Primary data is gathered directly from the employees, interns, HR executives and creative professionals working under the Ascent Media Agency via:

- Questionnaires
- Employee feedback
- Interviews
- Observation method

B. Secondary Data

Secondary data is collected from various sources such as:

- Research journals
- Company websites
- HR reports
- Books
- Articles
- Online databases

The published research papers would be related to HR and digital marketing industries.

IV. SAMPLING METHOD

Convenience sampling method is used in the study as respondents are those who are easily accessible and available within the organization.

A. Sample Size

The study sample comprises of 50 respondents (HR personnel, digital marketers, content creators, designers, SEO experts, interns) from Ascent Media Agency, Nagpur.

B. Hypothesis of the Study

1. Null Hypothesis (H0)

The effective management of creative talents in digital marketing agencies is not significantly related with Human Resource Management practices.

2. Alternative Hypothesis (H1)

Human Resource Management practices and the effective management of creative talents in digital marketing agencies are related.

V. DATA ANALYSIS TOOLS USED INCLUDE

The following tools and techniques are used to analyse the data collected in the study:

- Percentage Analysis

Used to measure employee responses to HR practices and satisfaction.

- A Pie Chart and a Table

Used for graphical representation and interpretation of data.

- Questionnaire Method

Employed to gather answers from employees and interns.

- MS Excel

Used to enter data for tabulation, to prepare charts, and for basic statistical analysis.

- Descriptive Analysis

Applied to describe HR strategies, organizational culture and employee management practices.

VI. WEAKNESSES OF THE STUDY

The study is only conducted for Ascent Media Agency, Nagpur and thus the results cannot be concluded to be of all the Digital Marketing Agencies.

- The number of individuals used in the study is small, which could limit the application of findings.
- Due to time limitations, further discussion with employees and management was limited.
- Certain respondents might have been unresponsive, or given biased/incomplete answers.
- The findings may be of a long-term nature that could be impacted by changes in digital marketing or HR practices.

The study mainly focuses on HR practices and creative talent management, excluding financial and technical operational aspects of the organization.

VII. COMPANY PROFILE

Ascent Media Agency is a rapidly expanding digital marketing and branding company based out of the city of Nagpur in Maharashtra. The agency is active in the modern digital communication world and offers innovative marketing solutions to companies, startups, educational institutions and local brands. It's dedicated to assisting clients make their digital presence better by implementing advanced online marketing strategies, creative branding, and customer engagement techniques.

Consumer behavior and trends, algorithms, and the dynamics of the digital marketing landscape are all changing, making it a very dynamic and competitive industry. It is a place where organizations count on creative individuals who can think outside the box and

create campaigns that are both innovative and effective in the digital landscape. The organization has organized a team-based structure that involves designers, social media managers, SEO professionals, video editors, content creators, and advertisers to work together to meet organizational goals and achieve client satisfaction.

HRM is important to the agency because digital marketing is more about people, intellectual and creative talent than about operational systems. Creative workers need the flexibility in their working lives, constant encouragement, training, appreciation, and team spirit to excel at work. So, the key areas of HR in Ascent Media Agency are recruitment of talented creative candidates, employee engagement, performance management, training and development, and retention of skilled employees.

At Ascent Media Agency, creativity and technology come together in the modern framework of digital organizations to drive business growth. Besides the tools and digital platforms, effective management of creative human resources is a key to the success of the agency. Therefore, Human Resource Management turns into a strategic function in achieving employee satisfaction, organization efficiency, innovation and sustainability in the long-term.

VIII. CONCEPTUAL FRAMEWORK

This study is conceptual since it is based on the relationship between Human Resource Management practices and the management of creative talent in digital marketing agencies. For creative industries like digital marketing, innovation, imagination, communication skills and adaptability of staff members are critical factors in the success of the company. Hence, HR practices are directly related to the behaviour, motivation, creativity and performance of the employees.

The framework defines Human Resource Management as the groundwork for recruiting, training, encouraging and keeping creative people in an organization. HR functions like recruitment and selection play a significant role in the discovery of digital-savvy, creative thinking, and innovative personals in the organizations. As for digital marketing agencies, the hunt for talent isn't solely for the educational qualification; it's equally for the portfolio quality, the knowledge they have in practice, their

communication skills, and their creative expertise.

A second key component of the conceptual framework is training and development. The digital marketing landscape is dynamic, with technology, social media, AI tools, and consumer behavior continually evolving. Thus, it is imperative for HR to always offer employees learning opportunities and skill building programs. Training increases employee competence, adaptability, confidence, and innovative ability, thereby increasing the productivity of the organizations.

The framework also uncovers that performance management systems have an impact on employee productivity and creativity. HR assess candidates on the campaign, teamwork, innovation, communication and client satisfaction. Good performance management promotes accountability and career development of employees.

IX. DATA ANALYTICS AND RESULT

The data analysis section aids in comprehending employee attitudes to the effectiveness of Ascent Media Agency HRM practices. The study investigates the key HR factors affecting the management of creative talents in digital marketing agencies. The responses were gathered from employees, interns, designers, content creators, social media managers, or digital marketing staff within the company.

The analysis is done based on the employee perception about employee satisfaction, training effectiveness, work culture and HR support system. These factors have been chosen as they have a direct impact on creativity, innovation, productivity, and retention of employees in digital marketing agencies. The data received were interpreted using percentage analysis and pie chart representation.

Employee Opinion on HR Practices at Ascent Media Agency

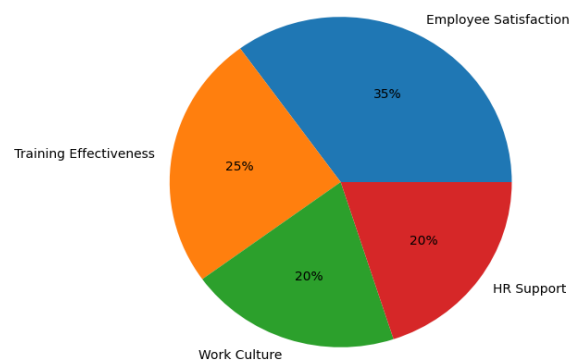
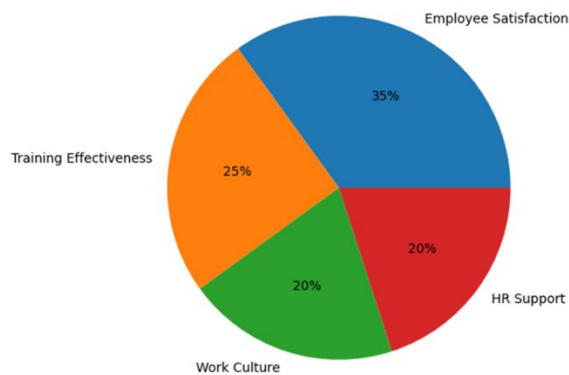


Table: Employee Opinion on HR Practices at Ascent Media Agency

Sr. No.	HR Factors	Number of Respondents	Percentage (%)
1	Employee Satisfaction	18	35%
2	Training Effectiveness	13	25%
3	Work Culture	10	20%
4	HR Support	9	20%
	Total	50	100%

Employee Opinion on HR Practices at Ascent Media Agency



X. INTERPRETATION

The above analysis of the data indicates employee views on Human Resource practices at Ascent Media Agency. 35% of respondents said that the most important result of HR effectiveness is employee satisfaction. This means that HR functions like motivation, reward, flexible work environment and communication have a positive effect on employee morale and satisfaction. Some 25% of respondents placed emphasis on the importance of training effectiveness. This is because digital marketing trends and technologies are constantly evolving, and it is crucial for digital marketing agencies to stay updated with these shifts to ensure their skills remain relevant. Staff feel training courses provided by HR boost their creativity, technical skill and work capacity. The data also indicates that 20% of the employees felt that work culture was a significant factor in creative talent management. An effective and positive working atmosphere enables colleagues to exchange ideas, work together and boost innovation in digital

marketing campaigns.

If you're looking for HR support, another 20% said it was a critical part of a successful organization. HR Support encompasses employee engagement initiatives, conflict resolution, career advising, communication between management and employees. HR assistance is important in ensuring an organization is stable and that staff stay. In conclusion, the study establishes that a well-managed HRM is a valuable factor to boost employees' satisfaction, skill development, culture, and creativity in digital marketing agencies, such as Ascent Media Agency.

XI. DISCUSSION

The study reveals that HRM has a significant influence on managing creative employees in the digital marketing agencies. The results indicate that the satisfaction of the employees, training, work culture and HR support are significant factors which impact the creativity and performance of employees. These findings are similar to the views of Teresa Amabile, who explained that supportive work environments and motivation increase employee creativity. The study also reinforces the theory of Dave Ulrich, according to which HR provides an added value to the organization in its evolution and development by managing talent and employee engagement.

The study also shows that flexible HR practices are crucial for digital marketing agencies, as creatives thrive on a culture of collaboration, recognition, and ongoing education. The results have also revealed that HR support helps to lessen employee stress and increase retention in the creative industry.

XII. FINDINGS

The study found that the most significant factor affecting the creative talent management in digital marketing agencies is employee satisfaction. Training and development initiatives enhance the digital capabilities and keep staff updated with the latest industry trends. A positive work culture fosters collaboration, creativity, and communication within the workforce. HR support systems also increase the motivation, stability and commitment of employees. The study revealed that good HR practices have a positive effect on creativity, productivity, and employee retention within Ascent Media Agency.

XIII. CONCLUSION

The study concludes that Human Resource Management has a strategic function in the management of creatives in digital marketing agencies. Human resource management practices like employee recruitment, training, employee engagement, employee motivation, and employee retention improve employee performance and efficiency in the organization. The results support the alternate hypothesis (H1) which state that there is a significant link between HR practices and effective management of creative talent. In the digital marketing landscape, effective HR management is essential for ensuring the organization's innovation, collaboration, and sustainable business growth.

XIV. RECOMMENDATIONS

Human resource policies that promote employee well-being and satisfaction are essential for digital marketing agencies to boost creativity and productivity. Frequent training programs, a flexible work culture, employee recognition and career development should be offered by organizations. HR functions should also foster teamwork, communication, and work-life balance to lower staff stress and promote the retention of skilled staff.

XV. FUTURE SCOPE

Future research in digital marketing agencies can be directed towards topics related to employee mental health, work stress, and job satisfaction. Inter-agency comparisons within the digital sector could be useful to gain understanding of HR practices in creative industries. Another area where AI and remote work may be a significant factor in talent management and employee performance is in digital marketing firms. One of the other areas that can be researched is on how AI and remote working affect talent management and employee performance in digital marketing firms

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